

ABSTRACT

Destination Preservation: A Roadmap for Libraries Leading Participatory Archiving Projects

The University Archives and Special Collections department of the Joseph P. Healey Library at the University of Massachusetts Boston requests a National Leadership Grant for Libraries in the amount of \$248,516 for a two-year project (October 2018-September 2020) to build an accessible, adaptable, and engaging roadmap to guide libraries of all kinds through the process of planning event-based participatory archiving programs with the communities they serve.

Communities across the country have valuable and important stories that deserve to be told and need to be documented in ways that are permanent, accessible, and shareable. These unique cultural heritage materials, which ordinary people contribute from family and personal collections, are at risk of being neglected and lost. Participatory archiving events bring together members of a community to document and preserve their common heritage, and libraries--particularly public libraries--have long served as community anchors and essential partners in that process. And yet, managing successful participatory archiving projects can be challenging, particularly for libraries that are under-resourced, serving disadvantaged populations, or do not have fully fledged digital preservation programs in place.

The "Destination Preservation" team will create an interactive online roadmap that will help libraries implement standards- and community-based participatory archiving programs. The roadmap will be flexible enough to allow libraries to enter at their current point of need, helping them navigate the complexities of community partnerships, digitization event planning, and long-term digital preservation and access to support the vital work of documenting their communities' cultural heritage.

For this project, we propose to collaborate with a team of experts in the fields of metadata, community outreach, digital archives, digital preservation, and participatory archiving. These partners, from the University of Massachusetts Boston, Maine Historical Society, Boston Public Library, Massachusetts Archives, Metropolitan New York Library Council, and the Digital Public Library of America, have all committed to participate as members of the core project team for the duration of the grant period. We will synthesize the core project team's collective expertise as well as gather national data about the knowledge, attitudes, and practices of libraries and their local community partners related to whether they adhere to professional best practices in these areas. These results will inform our work with a wider set of national partners (to be identified in the first phase of the project) to design and develop a unified roadmap and accompanying resources that will close identified gaps in knowledge and practices related to participatory archiving.

The project is structured in three phases following the ADDIE model of instructional design. In the **Analysis phase (6 months)**, we will hire 2 positions for the core project team, and develop and conduct assessments of knowledge, attitudes, and practices related to participatory archiving. The **Design and Development phase (12 months)** will follow an agile development process and will conclude with a soft launch review period of the roadmap. In the **Implementation and Evaluation phase (6 months)**, we will assess the roadmap and conduct case studies with partner libraries. These assessments will inform refinements to the roadmap, leading to a full product launch and dissemination plan at the end of the grant period.

By helping libraries implement archival preservation standards and metadata best practices, build effective partnerships with the communities they serve and anchor, and navigate the proper channels for digital preservation and access, we can ensure the longevity of and widespread access to unique, diverse cultural heritage materials, particularly from groups who might never before have been able to elevate their voices and stories to a national audience.

Libraries are critical community hubs, and this project enhances their ability to bring together diverse participants and to leverage librarians' unique expertise as information professionals to anchor a community's collective memory. Libraries throughout the country will be able to use this model to partner more effectively with their communities in preserving and sharing the unique, valuable stories that document our nation's collective cultural history.

NARRATIVE

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STATEMENT OF NATIONAL NEED

“Initially, when approaching the issue of individuals preserving their personal digital information, I thought of public libraries as an education resource for individuals to learn about the practices necessary for long-term access to their personal digital content...I still see public libraries filling this role; however, I now see this role of helping individuals to manage and share [their personal digital content] expanding to help individuals preserve and document their place in their communities” (Copeland, 2015).

Communities have stories that need to be documented and preserved

There is a growing interest in community-engaged archiving initiatives throughout the United States. Programs through which individual community members can contribute photographs and stories to document a town, historical event, or theme have become so popular that the National Endowment for the Humanities (NEH) initiated a Common Heritage grant category in 2015 to support them; and other grant-supported initiatives like the DC Public Library’s Memory Lab and the New York Metropolitan Library Council, Brooklyn Public Library, and Queens Library’s collaborative Culture in Transit initiative demonstrate the growing popularity of these programs and the key role that libraries play in anchoring the histories of their communities.

Event-based participatory archiving is one avenue that communities are choosing to document their cultural heritage. These events bring a community together to share, document, and preserve cultural artifacts and related metadata. Participatory archiving events are grounded in the belief that these events are community building, offering opportunities to facilitate face-to-face networking and engagement in ways that do not happen in online environments. These events, in real time, represent and reflect the vitality of the communities themselves. The materials collected are then organized, described, and published via appropriate channels to be made available through online repositories like the Digital Public Library of America (DPLA). One day of sharing stories and memories results in the permanent documentation of a community’s collective memory.

Libraries are community anchors and essential partners in documenting cultural heritage

Libraries anchor their communities in countless ways, often by responding to the specific needs and requests of their community members through collections purchases, programming, and the reimagination and expansion of core services. “Libraries,” as American Library Association Past President Nancy Kranich states, “are for everyone, everywhere” (Kranich, n.d.). In addition to meeting and responding to the needs of their community patrons, libraries are also rooted in their communities’ history and collective memory. Many libraries have stated missions that explicitly include the documentation and stewardship of local history collections. And, librarians themselves have a unique, professional, specialized skill set as information architects that makes them able to conceptualize and implement a framework by which digital materials are organized and made discoverable.

This combination of serving as a central community pillar while offering highly specialized knowledge and expertise in the organization and description of and access to information resources makes libraries not just likely participants but instead *essential partners* in documenting their communities’ history and heritage.

Libraries are specifically challenged with digital archiving and preservation

As firmly as libraries anchor their communities, they are also frequently resource-challenged, weighing the needs of their communities against their resources for programming, materials, and technology. Public libraries may have staff devoted to overseeing their local history collections, but these staff may be wearing several other demanding hats in their public service work, or may lack the technical expertise to launch digital archives services. Meeting the needs of patrons may take precedence over collecting and archiving projects.

Libraries are committed to supporting community history efforts. Depending on their available programs, resources, and expertise, libraries may have collected cultural heritage materials but may need

assistance assigning metadata, preserving, and making materials widely available through federated search repositories like the DPLA. Other libraries may be equipped to collect and preserve cultural heritage materials but may need assistance working with local community organizations to make collecting initiatives happen.

Libraries want to respond to the varied requests of their communities and to be active partners in documenting their communities' history; this desire has become increasingly apparent through our work at UMass Boston with the Mass. Memories Road Show (MMRS), an event-based participatory archiving program based in Massachusetts that frequently partners with small public libraries to host community archiving events. Public libraries are often the program's most enthusiastic partners, but they are limited in their capacity to implement cultural heritage documentation efforts and programs like these independently. In many cases, libraries that are under-resourced or serving disadvantaged populations are serving in this role as best they can without having the resources to live that mission fully by engaging their communities around cultural heritage.

Over the past 14 years of running the MMRS, UMass Boston project team members have worked with countless public libraries. Out of 54 MMRS events, 33 included public libraries as core community partners to plan and execute the events. Public libraries are the hearts of their communities. Our partnerships with these community pillars drive us to want to know more about how these libraries can be supported in their work.

Digital preservation itself is challenging

While libraries are frequently challenged by a lack of material resources and specialized technical expertise, it is critical to note that digital preservation is an incredibly challenging field with a high barrier to entry. While excitement about bringing community members together to document their history has generated a flurry of collecting activity, many of the organizations sponsoring these events lack the experience or tools to plan effective programs and to process, preserve, and make accessible the materials gathered. These unique cultural heritage materials, which ordinary people contribute from personal collections, are at risk of being neglected and lost in a manner similar to the many oral histories gathered in the 1960s and 1970s, which often languish on fragile cassette tapes, untranscribed and unavailable to researchers or to communities themselves. Smaller cultural institutions, particularly those that are located in underserved communities or that are primarily volunteer-run, are uniquely vulnerable, as they frequently do not have the resources to build an in-house preservation and access plan. Even with funding from NEH Common Heritage Grants, many institutions are struggling to preserve and make accessible the materials they are collecting from their communities.

The need for ready entry to the digital archiving arena is seen in the explosion of institutions using Omeka to display their digital materials. While Omeka facilitates online displays, those displays are illusory. Omeka is not preserving these materials (nor is it necessarily offering communities space to gather and connect around those materials). It is tempting to assume that publishing materials to the web via platforms such as Omeka, Facebook, and even blogs serves as digital preservation. What is actually needed for digital preservation is an institutional commitment from organizations such as libraries that have missions to preserve and make accessible the materials with which they have been entrusted. The impulse to collect is human, but the platforms on which communities are collecting materials (if they are collecting them online at all) are mostly ephemeral.

Community archiving seems like a straightforward concept, particularly in an era when nearly everyone has access to mobile devices and cloud-based storage. But in practice, community archiving initiatives represent complex networks of stakeholders. On one side are historical societies and community groups devoted to documenting local history. On the other side are repositories such as the DPLA and its hubs, who are committed to providing access to unique materials that might otherwise be lost to the "digital dark age." Libraries reside at the center of this model, capable of facilitating the flow of cultural heritage materials from an individual's basement or smartphone all the way up through the pipeline into the DPLA.

Though cultural heritage collections are unique, they each need digital archival standards, metadata best practices, and a foundation based on authentic connections to the communities whose history they document. Each of these valuable collections (and the libraries and organizations that are working together to preserve them) would benefit from a clear, guided pathway into the DPLA. As the DPLA says: "DPLA connects people to the riches held within America's libraries, archives, museums, and other cultural heritage institutions...The

cultural institutions participating in DPLA represent the richness and diversity of America itself, from the smallest local history museum to our nation’s largest cultural institutions” (Digital Public Library of America, n.d.). Larger libraries with established digital preservation and access programs are equipped to facilitate this process for community organizations, but may need help making those initial connections with the community organizations who could benefit from their expertise and resources.

By helping libraries implement archival preservation standards and best practices, build effective partnerships with their communities, and navigate channels for publishing and preserving cultural heritage materials in the DPLA, we can ensure the longevity of and access to diverse cultural heritage materials, particularly from groups who might never before have been able to elevate their stories to a national audience.

Some important work has been done to guide libraries in participatory archiving

Many libraries have already responded to their communities’ expressed interests and needs to document their cultural heritage. At UMass Boston, the [pioneering Mass. Memories Road Show](#) (MMRS) has, since its launch in 2004, refined its program of event-based community archiving in Massachusetts. Many U.S. institutions use the MMRS as a model, learning from our proven track record and methodologies. Yet our ability to share what we have learned is limited. As a public research university committed to open access, we make the *MMRS Project Handbook* (included as Supporting Document 1) and other publications freely available online. While these resources help many colleagues, they are written for partners with whom we work closely and would be more useful if generalized for broader audiences.

Other libraries have built programs to meet the growing needs of their communities to document and preserve their shared history. The DC Public Libraries built a [Memory Lab Network](#) to expand community-based digital preservation services at public libraries across the country. The [Culture in Transit Toolkit](#), built through collaboration between public library systems in New York City, equips communities and libraries with the necessary tools to execute community-based archiving events. The Library of Congress provides a [Personal Digital Archiving Day Kit](#) to guide libraries in these activities, and the [POWRR](#) (Preserving digital Objects With Restricted Resources) project trains librarians nationwide in digital preservation skills.

Our proposed project looks at regional and context-specific programs such as the examples above and explores which aspects of these programs can be scaled to achieve our broader goal: to provide each library, no matter its available financial, technological, or human resources, with an adaptable project plan, or roadmap, that guides libraries through the complex, soup-to-nuts process of planning community archiving events, collecting and preserving cultural heritage materials, and making them accessible via reliable, national online repositories. Throughout the process of building this roadmap, we will explore: What are the national needs of libraries and their communities with regards to documenting cultural heritage? And more importantly, what critical role can libraries of all sizes play in leading these initiatives within their own communities?

The need for a unified model to guide libraries

Collections of community-based cultural heritage materials are growing rapidly, but there is not yet a unified strategy for effectively and professionally preserving or making them accessible in the long-term. Many libraries collecting these materials do not have a preservation strategy, which is detrimental both to the community who cannot access these collections and to the local organizations who are committed to preserving them. Other libraries may be equipped with digital archives programs but might not be well connected to local community organizations who could benefit from a clearly defined partnership and program. Still other community archiving projects have not taken advantage of the preservation support that could be available through collaboration with a local library and the access to cultural heritage materials available through the DPLA.

There are a variety of successful participatory archiving projects across the country, but no library has yet melded together these different projects, expertise, and methods into a cohesive resource aimed at a broad, national audience of librarians and intended to be accessible by libraries of all shapes, sizes, and resources.

PROJECT DESIGN

For this project, we propose to collaborate with a small team of experts to create an interactive online roadmap that will guide libraries through the process of developing standards-based and community-based participatory archiving projects. We will synthesize the core project team's collective expertise and gather national data about the knowledge, attitudes, and practices of libraries and their community partners related to their adherence to professional best practices in community collaborations, metadata management, digital preservation, and access in participatory archiving projects. These results will inform our work with a wider set of national partners to design and develop a unified roadmap and accompanying resources that will close identified gaps in knowledge and practices related to participatory archiving. The resulting roadmap will provide libraries of all kinds, and of all levels of expertise and experience, with a set of resources that enables them to fulfill their potential to anchor their communities through the documentation of vulnerable cultural heritage materials.

The roadmap will guide libraries through a decision-making and planning process for collaborating with their local communities, collecting materials following professional best practices, and implementing plans for long-term preservation and access. To support libraries in this process, the roadmap will include resources such as: metadata templates, suggested platforms, adaptable guides for digitization and digital preservation, instructional tutorials, standards for purchasing appropriate equipment, and sample outreach materials. The roadmap will also include tools for engaging and sharing among a national community of users. In June 2018, Healey Library received a one-year award from the LYRASIS Catalyst Fund to produce video tutorials about the Mass. Memories Road Show (MMRS), including tutorials about metadata collection, scanning best practices, and other event-based participatory archiving activities. Depending on roadmap design, this suite of resources will be available to the core project team for inclusion in or adaptation for the roadmap.

The roadmap will be designed to be flexible and adaptable. The roadmap will not prescribe a program to follow but will allow libraries to jump into the community archiving process at their current point of need, meeting libraries where they are and with whatever resources they can bring to the project. By developing this roadmap, we want to make it easy for all libraries to fulfill their mission, whatever that mission may be.

The most crucial aspect of this roadmap is that it places libraries, especially public libraries, at the heart of the flow of activities around community-based archiving. This roadmap is a resource that allows public libraries to exploit their true potential as community anchors. In surveys of past MMRS participants, we have documented that these participants, and especially libraries, have two strong desires relevant to this project: 1.) to document their communities' history and 2.) to reach out and respond effectively to diverse community members and groups with whom they may not yet have been able to connect. One survey respondent, when asked which part of the MMRS event they enjoyed the most, responded: "Reaching out to folks whose stories may not have previously been deemed important." Another survey respondent, when asked how the MMRS can be improved, suggested: "Involve...organizations that represent cultural and ethnic communities statewide or citywide so that they know all about the Road Show and can get the word out to people..." (A summary of the MMRS survey conducted in 2016 is included as Supporting Document 2.) In addition to the responses collected via the MMRS survey, as part of the project development process, we will ask members of the core project team to share any survey data related to libraries they have collected that amplifies and supplements our findings.

Libraries are the intended audience for this roadmap. However, by developing a holistic map of the community archiving process and helping libraries navigate the nodes of this journey, including community partnerships and digital preservation, the roadmap will benefit an array of organizations by extension, including:

1. Access (such as the Digital Public Library of America and its regional hubs) and preservation entities
2. Libraries (small, rural libraries as well as large, urban libraries)
3. Community organizations committed to documenting shared cultural heritage (such as historical societies and volunteer-run community culture and advocacy groups)

Goals and Outcomes

Develop a flexible, scalable, adaptable roadmap to guide libraries in planning participatory archiving events that meet professional standards to enable preservation of and access to cultural heritage materials throughout the U.S.

- Assemble a team of expert leaders to synthesize best practices and current scholarship in fields related to participatory archiving.
- Conduct assessments with a diverse set of national partners to identify gaps in knowledge, attitudes, and practices related to community archiving initiatives managed by libraries.
- Establish clear guidelines and recommendations for libraries to form partnerships with their communities in support of participatory archiving initiatives.
- Summarize and present professional-level metadata, digital preservation, and access standards in ways that are accessible, adaptable, and engaging to interested parties from a range of experience levels and backgrounds.
- Partner with a variety of national stakeholders to be sure the resulting roadmap reflects the needs of a diverse range of communities at all stages of the planning and digital preservation processes.

Plan of Work

The project will be conducted in three phases informed by the ADDIE model for instructional design which includes the following components: Analysis, Design and Development, and Implementation and Evaluation.

Phase I: Analysis (6 months: October 2018-March 2019)

In the Analysis phase, we will hire the Roadmap Project Manager and Roadmap Instructional Designer, convene the core project team, and develop and conduct assessments with a broad set of national partners. The results of these planning and assessment activities will shape and guide roadmap design and development in Phase II of the project. Activities in this phase include, in order, the following steps:

- Hire Roadmap Project Manager.
- Convene core project team to take on the following tasks, coordinated by the Roadmap Project Manager.
- Review existing survey data, including data collected from the Mass. Memories Road Show and data collected or suggested by core project team members.
- Develop surveys and assessment instruments, including a KAP (Knowledge, Attitudes, and Practices) survey. A KAP survey is an established assessment method that provides both qualitative and quantitative data. A letter of support from Dr. Karlyn Eckman, included as Supporting Document 3, explains the utility of this assessment method and offers Dr. Eckman's advice and guidance to the core project team as they undertake this particular assessment project.
- Develop list of national partners who will participate in the surveys and assessments informing roadmap development. These national partners may include: past NEH Common Heritage grantees, partners identified by core project team members, and representative organizations and communities, including public libraries, historical societies, and community organizations. National partners will be selected through various outreach methods, including listservs and the networks of core project team members, to ensure representation of a range of regions, size and type of library, available resources, and other differentiating criteria.
- Conduct assessments with partners identified above, then collect, analyze, and review assessment data to identify and clarify needs, gaps in knowledge, attitudes, and practices of libraries/organizations nationwide related to participatory archiving.
- Summarize findings and produce KAP report.
- Hire Roadmap Instructional Designer.

Phase II: Design and Development (12 months: April 2019-March 2020)

In the Design and Development phase, we will conduct a design workshop with the core project team to inform and build consensus around roadmap development. The Roadmap Project Manager and Roadmap Instructional Designer will undertake roadmap development, using an agile and iterative approach that will seek input from project team members, resulting in several drafts. The project team will initiate a soft launch of the roadmap with national partners, resulting in additional feedback that will help finalize the roadmap for the last phase of testing and the subsequent launch. Additionally, early in Phase II, the project team will identify 2-3

case study libraries to participate in roadmap testing in Phase III. Activities in this phase include the following steps:

Design

- Conduct a design and development workshop with the core project team, led by Roadmap Instructional Designer. Participants who cannot travel will participate via web conference. Participants will:
 - Review and discuss assessment results collected in Phase I.
 - Analyze existing models and toolkits for participatory archiving support.
 - Plot the overall shape of the roadmap.
 - Determine appropriate formats and platforms for roadmap development.
 - Identify 2-3 public libraries willing to serve as case studies with the launch of the roadmap. The core project team will select differently resourced libraries to test the roadmap's flexibility in adapting to different contexts, environments, and needs. These case study libraries will be asked to commit to use the roadmap to support or guide their participatory archiving practices during a four-month review period, provide feedback on their experience using the roadmap, and participate in the preparation of the case study write-ups.
- Roadmap Instructional Designer and Roadmap Project Manager storyboard the complete roadmap, soliciting guidance and feedback from the core project team members as needed.
- In consultation with the core project team and UMass Boston's IT department, the Roadmap Project Manager and Roadmap Instructional Designer will select appropriate platform(s) for creating the roadmap and its accompanying resources, based on the feedback received in Phase I and on the discussion and brainstorming during the all-group workshop.

Development

- Roadmap Project Manager and Roadmap Instructional Designer consult with core project team members as needed as they construct the roadmap and its accompanying resources.
- During this process, the core project team may seek additional in-depth feedback from the national partners identified in Phase I.
- Soft launch after initial roadmap development with a review period for the national partners and case study libraries identified in Phase I.
- Summarize and analyze soft launch data collected from national partners and case study libraries.
- Revise and finalize the roadmap based on feedback received from partner review during the soft launch.
- Once finalized, the Roadmap Instructional Designer will train UMass Boston staff to update and revise the roadmap components so that it can be maintained, sustained, and developed long-term.

Phase III: Implementation and Evaluation (6 months: April 2020-September 2020)

In the Implementation and Evaluation phase, we will develop and implement roadmap evaluation surveys, and conduct case studies with partner libraries. Results of these assessments will inform refinements to the roadmap, leading to a product launch and dissemination plan. This phase includes the following steps:

- Develop roadmap evaluation surveys to distribute to national partners.
- Case study implementation with 2-3 selected partners, which will involve four months of project planning and execution. Selected libraries will either launch a participatory archiving event or address an existing collection of previously gathered cultural heritage materials that have not yet been digitized or preserved. The case study period will conclude with one month for writing up the case studies.
- Survey project partners on their initial impressions of the roadmap and their perception of its usefulness and accessibility for accomplishing their own community archiving goals. Survey results will inform how we evaluate and refine the roadmap in the long term.
- Analyze and summarize survey data.
- Meet with core project team to discuss assessment results, project launch, and next steps.
- Refine roadmap based on surveys and case study results.
- Initiate dissemination plan:

- Core project team members and national partners will be asked to link to the roadmap in their organizational resources and disseminate the information about the roadmap through their networks, including professional listservs and local press outlets. We will produce a media toolkit to publicize the project that includes suggested language, social media posts, hashtags, tips for identifying and communicating compelling personal stories, and other resources.
- Submit national conference presentation proposals to organizations and annual conferences such as: Best Practices Exchange, American Library Association, Public Library Association, Society of American Archivists, National Council on Public History, National Digital Stewardship Alliance, and Personal Digital Archiving Conference.
- The roadmap and all accompanying materials will be published openly under a Creative Commons CC BY-SA license to allow free and open access and sharing.
- Identify internal and external funding opportunities to assist with nationwide training to encourage use of the roadmap by libraries.

Sustainability

If funded, UMass Boston will support, sustain, and develop this project in the following ways:

- The Roadmap Instructional Designer will train **UMass Boston core project team members** to maintain and update the roadmap on the selected platform. (Ease of ongoing maintenance and upkeep will be a key deciding factor in the platform adoption process when developing this project.) The roadmap will be a flexible, living product that UMass Boston staff and students will continue to update based on input from libraries as they use it to work through their own community archiving projects. UMass Boston project team members, and other core project team members who elect to continue their participation beyond the grant period, will continue to engage with roadmap users to ensure its usefulness, relevance, and responsiveness to the needs of the libraries who will be using it to serve their communities.
- **IT staff** have committed to maintaining this resource on UMass Boston-supported platforms. We will establish a formal service agreement with the leadership of our IT department in support of hosting this roadmap and ensuring its viability and ongoing public access to it.
- Project team members from UMass Boston will work with **UMass Boston's History department** (with whom we already have a close partnership and history of meaningful collaboration) to integrate updating and maintenance of the roadmap into student work study opportunities to provide professional training and hands-on experience for students in the Archives and Public History graduate program track.

Project Partners, Roles, and Resources

The roadmap project relies on the participation of a variety of diverse experts. There are three primary groups of participants: The **UMass Boston core project team members** who are leading the project and who will offer guidance drawn from their experience running the Mass. Memories Road Show; the **core project team as a whole** who are serving as advisors and will offer guidance in their areas of expertise (metadata, community outreach, digital archives, digital preservation, and participatory archiving); and a **broader group of national partners** who will provide feedback that will inform and shape the roadmap development.

UMass Boston Core Project Team Members

- **Project Director:** Dr. Carolyn Goldstein, Roadmap Project Director (PI), will dedicate 15% of her time (in-kind) to supervise the Roadmap Project Manager and work with all team members and partners to define and maintain project goals.
- **Co-Investigator:** Andrew Elder (co-investigator) will dedicate 15% of his time (in-kind) to support project activities as needed in collaboration with the Project Director.
- **Roadmap Advisor:** Joanne Riley, Interim Dean of University Libraries and founder of the MMRS program, will dedicate 5% of her time (in-kind) to support and guide project activities as needed.

- **Roadmap Project Manager:** To be hired. A two-year, full-time, benefited position reporting to Project Director who will dedicate 100% of their time to this project. Will be responsible for the primary administration and coordination of the project and will supervise the Roadmap Instructional Designer.
- **Roadmap Instructional Designer:** To be hired. A one-year, part-time, hourly position reporting to the Roadmap Project Manager who will dedicate 100% of their time to the design and development phase.

Additional Core Project Team Members

- **Kathy Amoroso:** Director of Digital Engagement, Maine Historical Society
- **Gretchen Gueguen:** Data Services Coordinator, Digital Public Library of America
- **Anne Karle-Zenith:** Associate Director of Business Development, Metropolitan New York Library Council (METRO)
- **Veronica Martzahl:** Digital Records Archivist, Massachusetts Archives
- **Danielle Pucci:** Lead Digital Projects Librarian, Boston Public Library

Potential Risks

- This is a large and ambitious project. We have established a core project team of experienced partners who can help us to scale this project appropriately.
- There may be confusion among project participants regarding the scope of the roadmap. This project focuses on event-based participatory archiving. The boundaries between that model and other models of community archiving projects are often blurred. The project team will strive to maintain a clear focus throughout the project, particularly in our communication with stakeholders and partners.
- The roadmap will require ongoing maintenance and upkeep. The Roadmap Instructional Designer will train multiple staff at UMass Boston and prepare documentation and workflows for how to update the platform. UMass Boston's Healey Library will take responsibility for roadmap upkeep, which will be shared with appropriate UMass Boston staff members and students in IT and in the History Department.
- Members of the core project team could become unavailable during the grant period. Though the project will be strengthened by a large diverse team of experts, the nature of our professional work is that some team members may accept new positions, undergo changes in their work environments, or encounter unexpected barriers that will prevent their participation on the core project team for the remainder of the grant period. The UMass Boston members of the core project team, and the core project team members themselves, are members of a diverse and widespread network of professional archivists. Both the departing core project team member as well as the remaining core project team members will be able to advise and help the team connect with a suitable replacement partners if that proves to be necessary.

DIVERSITY PLAN

"Community archives have proved vital for giving a voice to underrepresented groups" (Copeland, 2017).

Because this project spans the entire country, and because it places public libraries--diversity cornerstones--as the central mechanism for participatory archiving, this project organically incorporates the diversity that is America.

Who are the diverse communities who benefit from this project?

There are many ways to conceptualize community and organizational diversity, including: diversity of experience/skill levels, geography, resources, institution size, and demographics. Public libraries are core pillars of diverse municipalities. By supporting public libraries in connecting with their communities, we are by extension serving those communities, particularly those many and varied communities who are interested in documenting themselves.

Through the UMass Boston team members' experience with the Mass. Memories Road Show (MMRS), we have worked with a broad range of institutions and community organizations. In addition to serving geographic communities of all sizes across the state of Massachusetts, the MMRS has also hosted thematic events documenting the stories of Irish immigrants, Chinese immigrants, the Massachusetts hip-hop

community, public housing residents, and others. Our experiences with these different groups inform our approach both to celebrating diversity and to incorporating diverse needs and perspectives into our program and planning materials. In particular, by working with so many small, local, grassroots groups and organizations, we understand the range of different communities who might want to participate in community archiving initiatives and have observed the roadblocks they come up against in their efforts. This roadmap will be designed to help even loosely affiliated groups who may not be formally connected to institutional structure and resources, or who may not even be officially associated with a governing body of some kind, to navigate a path that directs them to key resources and support, including by offering language and avenues to help these groups overcome structural and institutional roadblocks they may encounter.

In addition to UMass Boston staff members' experience with the MMRS, the members of the core project team were identified and selected in part because they represent public institutions and in part because of the diverse communities with whom they work. A major responsibility of the core project team members will be to help the team as a whole gain access to the diverse communities that make up their constituencies.

At its heart, this project intends to enable robust cultural and community resource sharing. As such, the roadmap will benefit all communities who are interested in sharing their own cultural heritage with a wider, more diverse community.

Participatory archiving is democratic and inclusive by nature

These types of collecting and preserving activities are, by nature, democratic. By inviting a broad range of contributors and storytellers, participatory archiving can transcend local divisions and conflict by stating as its express mission the intent to preserve materials from competing or conflicting groups without judgment and to include all perspectives when documenting a shared history.

Participatory archiving exists at the intersection of the public and personal spheres. The act of engaging in participatory archiving projects is the act of making a public home for personal memories and experiences. Libraries who accept responsibility for the public stewardship of personal stories are committing to preserving those stories and ensuring long-term access to them. One of the goals of this roadmap is to equip libraries to document and represent communities who may not have had this kind of representation before. Bringing untold stories to light is a foundational value of most community and participatory archiving programs.

Identifying and addressing the unique needs of communities

The roadmap will help libraries understand that each community with whom they partner has diverse, varying needs, and it emphasizes the importance of allowing community members to identify those needs and bring them to the table for collaborative problem solving. For example, these needs might include a heightened sensitivity to allowing communities to choose to make their cultural heritage materials public or to keep them private--issues that the University of Washington identified as "the ethical curation, sharing and management of cultural heritage materials" (Withey, 2015) in their IMLS-supported work with tribal populations using the Mukurtu CMS platform.

In the initial analysis phase of the project, the core project team will draw from its networks to identify a large, national pool of participants selected to be as representative as possible, including diversity of institution size, community size, levels of available resources, geographical and demographic diversity, and with a range of participatory archiving experiences. Throughout the project, we will contact other professional groups not represented on the core project team, such as the Public Library Association (PLA), to help us identify any gaps in our samples and representation.

The KAP (Knowledge, Attitudes, and Practices) survey model, part of the Phase I analysis work of the project, is another useful and theoretically sound tool for ensuring that diverse needs of our target libraries and communities are addressed. The KAP method of participatory discovery is designed to help researchers uncover what they do not know, but should know, about the communities with whom they are engaged. These findings will guide the project team in developing and shaping the next steps in the process of developing a resource to meet communities' specific needs in expanding knowledge, shifting attitudes, and incorporating best practices.

The roadmap will encourage and empower public libraries to meet their communities at their point of need through outreach and partnerships. Because this type of community outreach work can be time-intensive, the roadmap seeks to remove as many technical roadblocks as possible so that libraries can focus on this critical work of building strong community partnerships. Centering libraries' intentional community outreach work as a foundational component of the roadmap can result in libraries forging connections to engage their communities, planning events that bring people in and gather a wide range of cultural heritage materials, and putting mechanisms in place to digitize and preserve those materials and make them accessible in perpetuity to a global audience.

NATIONAL IMPACT

This project will offer libraries of all kinds throughout the U.S. professionally sound guidelines for collecting, preserving, and making available unique cultural heritage materials as part of community-engaged participatory archiving endeavors.

The roadmap, as envisioned by the project team, will build upon and unify existing models for participatory archiving and is intended to provide “soup-to-nuts” support covering the entire spectrum of event-based community archiving activities. The roadmap will provide a scalable, step-by-step model that will guide libraries, including under-resourced libraries and libraries supporting underserved communities, through the challenging planning processes of digital preservation. By filling gaps in understanding and smoothing the path technically and organizationally for libraries to partner with their communities to collect, preserve, and make accessible their cultural heritage materials, the roadmap will enable an increasingly diverse array of materials to be collected and communities to be represented in the national record. In addition to supporting community archiving events, this roadmap also has the potential to offer libraries a broader framework for strengthening their community connections and partnerships, and for communities in turn to feel connected to and by their local libraries. These community connections have the potential to generate energy and momentum that will enable powerful and engaged collaborations in the future.

The work of engaging diverse communities offers an opportunity for a community's many voices to be heard and validated both individually and collectively. But this process of relationship building can be tricky to navigate, and, while guiding institutions toward tangible goals for digital preservation and access, the project team intends for this roadmap to help other libraries navigate around potential potholes related to community building and community relations as well. The roadmap will help libraries and community organizations set realistic expectations, employ proven standards, and make appropriate commitments to each other towards meeting common goals.

Libraries are critical community hubs, and this project enhances their ability to bring together diverse participants and to leverage librarians' unique expertise as information professionals to anchor a community's collective memory. Libraries throughout the country will be able to use this model to partner more effectively with their communities in preserving and sharing the unique, valuable stories that document our nation's collective cultural history.

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DIGITAL PRODUCT FORM

Introduction

The Institute of Museum and Library Services (IMLS) is committed to expanding public access to federally funded digital products (i.e., digital content, resources, assets, software, and datasets). The products you create with IMLS funding require careful stewardship to protect and enhance their value, and they should be freely and readily available for use and re-use by libraries, archives, museums, and the public. However, applying these principles to the development and management of digital products can be challenging. Because technology is dynamic and because we do not want to inhibit innovation, we do not want to prescribe set standards and practices that could become quickly outdated. Instead, we ask that you answer questions that address specific aspects of creating and managing digital products. Like all components of your IMLS application, your answers will be used by IMLS staff and by expert peer reviewers to evaluate your application, and they will be important in determining whether your project will be funded.

Instructions

- Please check here if you have reviewed Parts I, II, III, and IV below and you have determined that your proposal does NOT involve the creation of digital products (i.e., digital content, resources, assets, software, or datasets). You must still submit this Digital Product Form with your proposal even if you check this box, because this Digital Product Form is a Required Document.

If you ARE creating digital products, you must provide answers to the questions in Part I. In addition, you must also complete at least one of the subsequent sections. If you intend to create or collect digital content, resources, or assets, complete Part II. If you intend to develop software, complete Part III. If you intend to create a dataset, complete Part IV.

Part I: Intellectual Property Rights and Permissions

A.1 What will be the intellectual property status of the digital products (content, resources, assets, software, or datasets) you intend to create? Who will hold the copyright(s)? How will you explain property rights and permissions to potential users (for example, by assigning a non-restrictive license such as BSD, GNU, MIT, or Creative Commons to the product)? Explain and justify your licensing selections.

Any digital products created as part of this project will be owned by the University of Massachusetts Boston, and the Copyright held by the University of Massachusetts Boston, but digital products will be distributed under a Creative Commons license (CC BY-SA), allowing others to “remix, tweak, and build upon” these digital products. This license will also require others to both credit UMass Boston and the IMLS-funded project and to license resulting new creations under identical licensing terms. Our intention is to distribute broadly and to not limit use of digital products by any library, organization, or entity, and to encourage revision and reworking of the roadmap and roadmap components by others.

A.2 What ownership rights will your organization assert over the new digital products and what conditions will you impose on access and use? Explain and justify any terms of access and conditions of use and detail how you will notify potential users about relevant terms or conditions.

The digital products created as part of this project will be owned by the University of Massachusetts Boston, but will be distributed under a Creative Commons license (CC BY-SA), allowing for others to “remix, tweak, and build upon” these digital products. This license would also require others to both credit UMass Boston and the IMLS-funded project and to license new creations under identical licensing terms.

A.3 If you will create any products that may involve privacy concerns, require obtaining permissions or rights, or raise any cultural sensitivities, describe the issues and how you plan to address them.

We do not plan to create any products that will involve privacy concerns, that require obtaining permissions or rights, or that raise any cultural sensitivities.

Part II: Projects Creating or Collecting Digital Content, Resources, or Assets

A. Creating or Collecting New Digital Content, Resources, or Assets

A.1 Describe the digital content, resources, or assets you will create or collect, the quantities of each type, and format you will use.

We anticipate that digital content, resources, and assets may include PDF and MS Word files, video files, HTML and related files (CSS, XSLT, XML), and instructional photographs and diagrams. Until the project's investigation and planning phase is completed, we will not know what digital content, resources, or assets we will be required in order to successfully complete the proposed roadmap.

A.2 List the equipment, software, and supplies that you will use to create the content, resources, or assets, or the name of the service provider that will perform the work.

We will not know what equipment, software, and supplies we will use to create the content, resources, or assets until the project's investigation and planning phase is completed. We anticipate that the roadmap will be built as a web site using an open source platform like Wordpress and that video content will be streamed through an easy-to-manage platform like Vimeo, to which the Healey Library has a PRO level account/subscription.

A.3 List all the digital file formats (e.g., XML, TIFF, MPEG) you plan to use, along with the relevant information about the appropriate quality standards (e.g., resolution, sampling rate, or pixel dimensions).

Until the project's investigation and planning phase is completed, we will not know what digital file formats we will use or need to create for the development of the roadmap. We will, however, follow archival best practices to ensure the quality and long-term integrity of digital files and preservation of data in lossless formats.

B. Workflow and Asset Maintenance/Preservation

B.1 Describe your quality control plan (i.e., how you will monitor and evaluate your workflow and products).

We will follow the Healey Library at UMass Boston's departmental procedures and professional best practices for managing and preserving digital assets, including steps for workflow monitoring by several staff, quality and version control, and storage on multiple platforms (local servers, DuraCloud), as well as on local access hard drives. These procedures were developed as a deliverable of the department's work as part of the IMLS-funded National Digital Stewardship Residency program (NDSR Boston) in 2015-2016.

B.2 Describe your plan for preserving and maintaining digital assets during and after the award period of performance. Your plan may address storage systems, shared repositories, technical documentation, migration planning, and commitment of organizational funding for these purposes. Please note: You may charge the federal award before closeout for the costs of publication or sharing of research results if the costs are not incurred during the period of performance of the federal award (see 2 C.F.R. § 200.461).

The digital assets created during this project will be integrated into the instructional and support materials that make up the project's online roadmap. Preserving them in context will be handled by the vendor platform, and we will export a full copy of the site (most likely Wordpress) to be maintained following Healey Library's departmental procedures and professional best practices for preserving and maintaining digital assets, including storage on multiple platforms (local servers, DuraCloud) and on local access hard drives.

C. Metadata

C.1 Describe how you will produce any and all technical, descriptive, administrative, or preservation metadata. Specify which standards you will use for the metadata structure (e.g., MARC, Dublin Core, Encoded Archival Description, PBCore,

PREMIS) and metadata content (e.g., thesauri).

Since this project's digital assets are for instructional purposes and not for cultural heritage or archival preservation purposes, we plan to create technical, descriptive, administrative, and preservation metadata for individual digital assets suitable for asset management. Generally, metadata will be embedded in the asset. This will include file-naming conventions; technical metadata generated by the imaging device including dots per inch (DPI) and the date and time of image creation; descriptive metadata, including name of the image creator, keywords, captions, titles and comments; and administrative metadata, including usage and licensing rights, restrictions on reuse, and contact information. These will be stored in Exif or as Dublin Core metadata, depending on decisions made by the instructional designer and the project manager.

C.2 Explain your strategy for preserving and maintaining metadata created or collected during and after the award period of performance.

We plan to follow our standard departmental procedures and professional best practices for managing and preserving metadata created as part of this project, including storage on multiple platforms (local servers, DuraCloud) and on local access hard drives.

C.3 Explain what metadata sharing and/or other strategies you will use to facilitate widespread discovery and use of the digital content, resources, or assets created during your project (e.g., an API [Application Programming Interface], contributions to a digital platform, or other ways you might enable batch queries and retrieval of metadata).

The metadata we create will be used primarily for asset management in the creation of an online instructional and informational website. For that reason, we do not have a plan to enable batch queries or retrieval of metadata.

D. Access and Use

D.1 Describe how you will make the digital content, resources, or assets available to the public. Include details such as the delivery strategy (e.g., openly available online, available to specified audiences) and underlying hardware/software platforms and infrastructure (e.g., specific digital repository software or leased services, accessibility via standard web browsers, requirements for special software tools in order to use the content).

The digital content, resources, and assets will be made available to the public through a publically-accessible, online web platform, i.e. the roadmap. Until the project's investigation and planning phase is completed, we will not know what delivery strategy we will use, though we anticipate that the roadmap will be built on an open source platform like Wordpress and that video content will be streamed through an easy-to-manage platform like Vimeo, to which the Healey Library has a PRO level account/subscription.

D.2 Provide the name(s) and URL(s) (Uniform Resource Locator) for any examples of previous digital content, resources, or assets your organization has created.

The University Archives and Special Collections department in the Healey Library at UMass Boston makes digital content available through a number of platforms, including:

- **Open Archives at UMass Boston** (digitized and digital materials from the University Archives and Special Collections department): <http://openarchives.umb.edu>
- **ScholarWorks at UMass Boston** (digital scholarship out of the university and the library, including reports, articles, and other resources and publications): <http://scholarworks.umb.edu>
- **Open Archives News** (departmental communications and community-facing collaboration tools and resources): <http://blogs.umb.edu/archives/>
- **The Mass. Memories Road Show Project Handbook: A Planning Guide for Local Communities:** <http://openarchives.umb.edu/cdm/singleitem/collection/p15774coll6/id/1327/rec/1>
- **Mass. Memories Road Show Digital Collection:** <http://openarchives.umb.edu/cdm/landingpage/collection/p15774coll6>

Part III. Projects Developing Software

A. General Information

A.1 Describe the software you intend to create, including a summary of the major functions it will perform and the intended primary audience(s) it will serve.

Not applicable for this project

A.2 List other existing software that wholly or partially performs the same functions, and explain how the software you intend to create is different, and justify why those differences are significant and necessary.

Not applicable for this project

B. Technical Information

B.1 List the programming languages, platforms, software, or other applications you will use to create your software and explain why you chose them.

Not applicable for this project

B.2 Describe how the software you intend to create will extend or interoperate with relevant existing software.

Not applicable for this project

B.3 Describe any underlying additional software or system dependencies necessary to run the software you intend to create.

Not applicable for this project

B.4 Describe the processes you will use for development, documentation, and for maintaining and updating documentation for users of the software.

Not applicable for this project

B.5 Provide the name(s) and URL(s) for examples of any previous software your organization has created.

Not applicable for this project

C. Access and Use

C.1 We expect applicants seeking federal funds for software to develop and release these products under open-source licenses to maximize access and promote reuse. What ownership rights will your organization assert over the software you intend to create, and what conditions will you impose on its access and use? Identify and explain the license under which you will release source code for the software you develop (e.g., BSD, GNU, or MIT software licenses). Explain and justify any prohibitive terms or conditions of use or access and detail how you will notify potential users about relevant terms and conditions.

Not applicable for this project

C.2 Describe how you will make the software and source code available to the public and/or its intended users.

Not applicable for this project

C.3 Identify where you will deposit the source code for the software you intend to develop: Not applicable for this project

Name of publicly accessible source code repository: Not applicable for this project

URL: Not applicable for this project

Part IV: Projects Creating Datasets

A.1 Identify the type of data you plan to collect or generate, and the purpose or intended use to which you expect it to be put. Describe the method(s) you will use and the approximate dates or intervals at which you will collect or generate it.

Not applicable for this project

A.2 Does the proposed data collection or research activity require approval by any internal review panel or institutional review board (IRB)? If so, has the proposed research activity been approved? If not, what is your plan for securing approval?

Not applicable for this project

A.3 Will you collect any personally identifiable information (PII), confidential information (e.g., trade secrets), or proprietary information? If so, detail the specific steps you will take to protect such information while you prepare the data files for public release (e.g., data anonymization, data suppression PII, or synthetic data).

Not applicable for this project

A.4 If you will collect additional documentation, such as consent agreements, along with the data, describe plans for preserving the documentation and ensuring that its relationship to the collected data is maintained.

Not applicable for this project

A.5 What methods will you use to collect or generate the data? Provide details about any technical requirements or dependencies that would be necessary for understanding, retrieving, displaying, or processing the dataset(s).

Not applicable for this project

A.6 What documentation (e.g., data documentation, codebooks) will you capture or create along with the dataset(s)? Where will the documentation be stored and in what format(s)? How will you permanently associate and manage the documentation with the dataset(s) it describes?

Not applicable for this project

A.7 What is your plan for archiving, managing, and disseminating data after the completion of the award-funded project?

Not applicable for this project

A.8 Identify where you will deposit the dataset(s): Not applicable for this project

Name of repository: Not applicable for this project

URL: Not applicable for this project

A.9 When and how frequently will you review this data management plan? How will the implementation be monitored?

Not applicable for this project